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Charlestown

District Profile & Proposed 1978-1980 Neighborhood Improvement Program

City of Boston
Kevin H. White, Mayor
Boston Redevelopment Authority
Neighborhood Planning Program

Summer, 1977

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KEVIN H. WHITE
MAYOR

CITY OF BOSTON
OFFICE OF THE MAYOR
CITY HALL, BOSTON

The Boston Redevelopment Authority's Neighborhood Planning Program has prepared this report to assist residents and City agencies develop longer range solutions to community-wide planning issues.

This "Neighborhood Profile" contains information which helps bring into sharp focus those matters which are of concern to residents of each neighborhood in the City. This information facilitates public understanding and assists all of us--both at City Hall and in the neighborhood--in determining how we can best use the resources available to us.

I hope this booklet serves as an important building block to encourage greater interest in the problems confronting this neighborhood and our City and help us all in developing solutions to these problems.

Kevin H. White
Mayor

Boston Redevelopment Authority

Robert F. Walsh / Director

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The Boston Redevelopment Authority, as the City planning agency, is pleased to submit for neighborhood review a profile of Charlestown.

It is my hope that the profile can serve as a starting point in the dialogue that should and must take place between neighborhood residents and public officials as decisions are made about the use of community development funds and other matters of public policy.

The decision-making process, of course, must be based on data that is up-to-date and accurate. I am confident that the material contained in this report can be of great assistance to all who care about this neighborhood in particular and the city as a whole.

Questions and comments about the material in the report should be directed to the Neighborhood Planning staff of the BRA.

Robert F. Walsh
Director
Boston Redevelopment Authority

This planning report, prepared by the Charlestown Neighborhood Planner, is intended to assist local residents and City officials in defining the needs of, and programs for the Charlestown area. It is also written to provide prospective residents and investors with an analysis of current issues facing the community.

The report includes background information, a discussion of major community planning and development issues and recommended strategies and is intended to aid in the establishment of a long range framework for decision making by the public and private sectors.

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1. BACKGROUND

A. NEIGHBORHOOD HISTORY

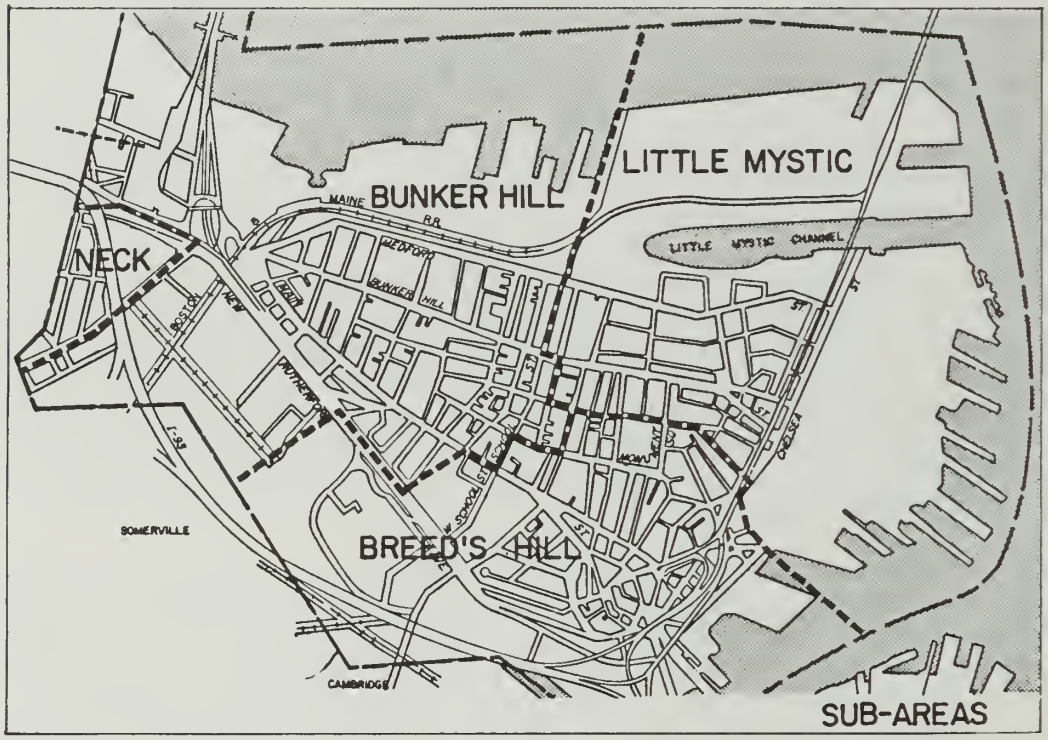
Charlestown was settled before Boston in the early seventeenth century and developed separately from Boston until it was annexed in 1874. It was already a thriving harborside community by the time of the Revolution, during which the British burned most of the town in the 1775 Battle of Bunker Hill. The town was rebuilt, however, and once again flourished as a port. During the Golden Age of Sail, many wealthy captains and shipowners built grand houses for themselves and their families on the hillsides of Charlestown near the harbor. As a result of the establishment and growth of the Boston Naval Shipyard in Charlestown in the early 1800's, a mixture of industry and port related activites was introduced and it continues to this day. The introduction of industry triggered the development of large sections of tenement housing for the workers. Most of this housing was built in areas which are not immediately adjacent to the harbor since much of the waterfront that exists today is fill land reclaimed for industrial and institutional use subsequent to residential settlement.

This working class housing served as the first homes for waves of European immigrants, especially Irish, during the late 1800's and again during World War I. Improved transportation connections to Boston, most notably the elevated transit line constructed at the beginning of the twentieth century, made Charlestown an even more attractive site for working class housing. At the same time many of the wealthy old Charlestown families moved out of the town to other areas.

The demand for ships generated by World War I increased activity at the Shipyard, which in turn put new pressure on the existing housing stock. During this period many homes were converted to rooming houses to meet the demand from workers new to the town and crews stationed here while their ships were being repaired. The neighborhood was reputed to be rough and dangerous because of the concentration of lower income immigrants, transient workers, and sailors. The Depression which followed the boom of wartime activity accelerated the process of deterioration caused by overcrowding and lack of public and private investment. The population began to decrease during the Depression years and with the exception of a period of expanded war time production during World War II, the downward population spiral continued until the virtual completion of the Urban Renewal Program, the Plan for which was approved in 1965.

The original Charlestown Urban Renewal Program, which has involved the participation of the federal government, the BRA, and other city and state agencies, is now nearing completion. The Plan called for a wide range of activities, including acquisition and

preparation of sites for new development, reconstruction of streets and sidewalks, construction of new housing and public facilities, relocation of the Orange Line, and low interest loans and grants for rehabilitating residential and commercial property. These improvements have helped to restore confidence in the neighborhood. As a result, the trend of population decline has been reversed, and new residents have been attracted to the many restored residential buildings in Charlestown especially in the Breed's Hill-Town Hill area. Many residential buildings have been restored, and rehabilitated units have been added to the housing stock. Although low rent housing is still available, many apartments now command rents comparable to those in Back Bay and Beacon Hill.



The Urban Renewal Plan was amended in December, 1976 to include the Boston Naval Shipyard/Charlestown. The BRA has prepared a development plan which includes a mixture of land uses, residential, commercial, light industrial and recreational. Reconstruction work in the Shipyard began in June, 1977 and is expected to continue for ten years financed by both private and public investment totalling $100,000,000.

The Hart Survey of Attitudes of Boston Residents carried out in May, 1977 showed some important aspects of the Charlestown community. In spite of the urban renewal project activities that have occurred since 1965, Charlestown remains a "traditional"

neighborhood with 7 of 10 residents being native born and 80% being Catholic. About one-half of the residents in Charlestown own their own homes. Charlestown residents consider the strong "sense of neighborhood" in their community one of the community's major strengths. Public officials must work with Charlestown residents to reinforce that "sense of neighborhood" so that existing neighborhood problems can be eliminated and the residents can be increasingly confident of a good future in Charlestown.

B. EXISTING CHARACTERISTICS

Information on population and housing in this report was derived from the 1960 and 1970 U.S. Census and from research carried out by the Metropolitan Area Planning Commission (MAPC)and the State Banking Commission. Within Charlestown, four sub-areas Breed's Hill/Town Hill, Bunker Hill, Little Mystic and the Neck have been defined for further analysis.

It is important to note that the population and housing data in the 1970 U.S. Census do not reflect full occupancy in the new housing developments at Charles Newtowne and Mishawum Park.

Breed's Hill

The Breed's Hill-Town Hill area is in the southern section of Charlestown and includes City Square which is the entrance to the town from Boston, and three historic parks, the Bunker Hill Monument, John Harvard Mall and the Training Field. Breed's Hill includes the traditional center of commercial activity, Thompson Square, as well as the site of the new shopping center. This neighborhood also includes the new library, the MDC skating rink and the new Bunker Hill Community College. Residential streets including Harvard, Prescott, Washington and Old Rutherford are known as the Town Hill area. This area is listed on the National Register of Historic Places as the streets are among the oldest in Boston. Residences in the area are predominantly three and four story brick rowhouses built in the nineteenth century. In recent years, the Breed's Hill-Town Hill area has experienced the greatest influx of new residents coming into Charlestown. Many of the larger houses in the area, which had been converted into rooming houses during the periods of booming activity in the Naval Shipyard, are now being reconverted into one, two and three family dwellings. Although considerable housing rehabilitation has occurred in the area since the inception of the Urban Renewal Program in 1965, over one-third of the units still needed rehabilitation in excess of $1,000 in 1973. Since 1973 however, some of these units have been rehabilitated under the continuation of the Urban Renewal Program and the City's Housing Improvement Program which was initiated in 1975. The HIP program alone has resulted in the

revitalization of 95 structures at a cost of $507,000. Housing rehabilitation in the area has also been encouraged by the recent demolition of the elevated structure on Main Street. Additional rehabilitation in the immediate vicinity of City Square is likely to occur once the plans for the northern end of the Central Artery are firmly established.

In 1970, 38% of the area's dwelling units were owner-occupied. This is somewhat higher than the percentage of owner occupancy for Charlestown in its entirety or for the City of Boston. The influx of new residents into the area after urban renewal began is apparent from the fact that only 44% of the housing units reported the same occupants resided in the units five or more years before the 1970 Census. This is lower than any other area in Charlestown and lower than the percentage for the City as a whole. In spite of the apparent mobility in this area, there are many long term residents and roomers living in the Breed's Hill neighborhood. The area has a predominance of clerical and service workers. This area showed the lowest population decline, 5%, of all neighborhoods in Charlestown from 1960 to 1970. On the other hand, the Breed's Hill area showed the highest population decline from 1970 to 1976. This may be the result of the conversion of rooming houses into one and two family dwellings that has evolved with the urban renewal program.

Bunker Hill

The Bunker Hill area is located to the northwest of Breed's Hill-Town Hill and includes the new fire station, the Ryan and Doherty Playgrounds, the recently completed low and moderate income housing development, Mishawum Park, as well as a variety of industrial uses. The Mishawum Park development was not completed when the 1970 Census was taken and therefore the statistical data below for the Bunker Hill area do not include today's Mishawum Park population. The development contains 327 units including 60 for elderly. The population is estimated at about 1,400 people including 850 children.

The Bunker Hill area contains most of the one and two family dwellings in Charlestown. Most of the residences are two, three and four story rowhouses, predominantly brick in the southwestern portion and wood frame in the northeastern portion. The majority of the buildings are in good or fair condition. However, in 1973 over one-third were estimated to be in need of rehabilitation in excess of $1,000. The Bunker Hill sub-area has shown the strongest rate of participation in the Housing Improvment Program with a total of 156 cases completed since the inception of the program in the Summer of 1975. The majority of the HIP activity has occurred southeast of Auburn Steet. A total of $852,000 has been spent on these housing improvements. The demolition of the

elevated line on Main Street, the continued availability of financial assistance, and the completion of BRA urban renewal activities in the Sullivan Square area should spur an increase in both residential and commercial rehabilitation.

The 1970 Census, which excludes Mishawum Park, shows the Bunker Hill area to be rather stable in that 59% of the people in the area resided in the same house five years or more. The housing units in the area are 45% owner-occupied. The area showed a 22% decline in population from 1960 to 1970 but the new residents of Mishawum Park more than offset this loss. The MAPC figures show an increase in population of approximately 166% from 1970 to 1976 for the section of the Bunker Hill area which includes Mishawum Park. All census tracts in the Bunker Hill neighborhood showed population gains from 1970 to 1976. This contrasts with the Breed's Hill neighborhood which lost population. The majority of the working population in the Bunker Hill area are in the clerical and service industries.

THE NECK

The Neck area is the extreme western section of Charlestown, physically separated from the rest of the town by Cambridge Street and Rutherford Avenue. It includes some industrial land, some automobile-oriented, commercial development along Cambridge Street, and a very small residential neighborhood. The dominant housing type is detached frame one- and two-family houses. There are also a few six-unit apartment structures and several three-family houses. The majority of the area's housing is well-maintained and in fair condition with less than one third of the units requiring rehabilitation in excess of $1,000 in 1973. Because the Neck was not included in the urban renewal project boundaries, it has not been eligible for federal rehabilitation assistance. Interestingly, only five homeowners have taken advantage of the financial incentives available to rehabilitate their houses under the Housing Improvement Program from its inception in May 1975 to June 1977. The Neck has a relatively high proportion of owner-occupied units, 49%, and 53% of the area's population have lived in the same unit for five or more years. The area has what might be called a moderate housing market, with no significant increase in resale values or rent levels in recent years. The majority of the employed individuals residing in the Neck are blue collar and clerical workers. The Neck has a fairly high proportion, 30%, of families with incomes less than $5,000. The area experienced a 47% loss of population between 1960 and 1970 because of the demolition of many of its residential structures necessitated by construction of the new Orange Line and Sullivan Square Station.

Little Mystic

The Little Mystic area is in the Northeast section of Charlestown. It contains the Naval Shipyard, some port related uses including Boston's primary containerport, the Bunker Hill housing project, the new Kent Community School, the new athletic complex and the recently completed Charles Newtowne housing development which was only partially occupied at the time of the 1970 Census. Outside of the housing development and the Bunker Hill project, the area's residences are predominantly two and three family wood rowhouses. The majority of these structures are in fair to poor condition with evidence of deterioration concentrated in the vicinity of the Bunker Hill housing project. Approximately, one-third of the area's dwelling units were in need of rehabilitation in excess of $1,000 in the 1973 survey. The participation rate in the HIP program is considerably lower in the Little Mystic neighborhood than in Breed's Hill or Bunker Hill. A total of 47 cases have been completed at a cost of $268,000.

In spite of these conditions the Little Mystic area shows certain signs of residential stability. In 1970, 53% of the population had resided in the same house for five years or more. Only 4% of the housing units are owner-occupied but this is because of the presence of the housing project. Little Mystic showed a population decline of 40% from 1960 to 1970. However, the new residents of Charles Newtowne, numbering close to 1,350, including about 800 children, nearly replace the population lost in the past decade.

Little Mystic has retained its character as a family neighborhood with employment primarily in blue collar and clerical work.

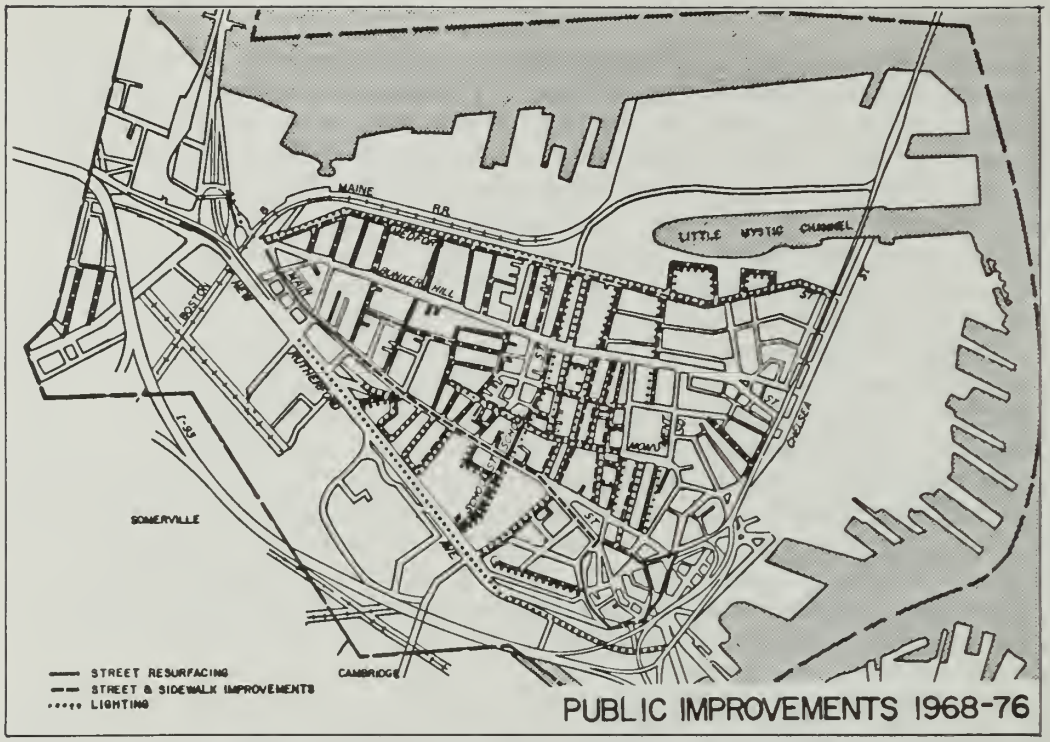
COMPARATIVE STATISTICS-CHARLESTOWN • U.S. Census Data

	BREED'S HILL TOWN HILL	BUNKER HILL	THE NECK	LITTLE MYSTIC	DISTRICT TOTAL	CITY
POPULATION						
Total 1970	5,284	5,772	408	3,889	15,353	639,657
Change from 1960	-5%	-22%	-47%	-40%	-24%	-8%
Elderly 65 years. & over-1970	604	594	37	469	1,704	
Change from 1960	-17%	-18%	-46%	4%	15%	
Married Couples with children under 18 yrs. - 1970	544	622	39	288	1,493	68,873
Change from 1960	-22%	-29%	-55%	-35%	-29%	-18%
Percent of Families earning less than $5,000/annum	16%	12%	30%	22%	17%	22%
Unemployment	N/A	N/A	N/A	N/A	19%	12%
HOUSING						
Total occupied dwelling units	1,687	1,777	121	1,225	4,810	232,856
% units Owner occupied	38%	45%	49%	4%	32%	27%
People in same house over 5 years	44%	59%	53%	53%	51%	50%

C. PAST MAJOR PUBLIC AND PRIVATE INVESTMENT (1968-1976)

Capital expenditures in Charlestown have increased markedly since the inception of the Urban Renewal Program. Although the renewal plan was approved in 1965, the great bulk of capital expenditures has been made since 1968. Over $1,000,000 was spent on demolition work between 1968 and 1975 needed to clear sites for the $18,000,000 in capital improvements which the BRA and city departments spent in Charlestown. Much of this total amount was spent on needed infrastructure improvements with approximately $5,300,000 spent on street and sidewalk reconstruction, $275,000 on street resurfacing, $3,370,000 on sewer replacement, $2,000,000 on new water lines, and over $770,000 on street lighting. In addition to these improvements, almost $7,000,000 has been spent on public facilities and the construction and improvement of recreational facilities. New construction includes the Kent Community School, the Charlestown Library, the Charlestown Fire Station near Sullivan Square, the George White Pool in Doherty Playground, the McCarthy Playground and the Athletic complex. Improvements have been made to the Barry, Doherty, and Ryan Playgrounds, as well as to the District 15 Police Station.

Public investment in housing in Charlestown has been in the form of leased housing, new construction, federally-assisted rehabilitation, and the Housing Improvement Program. There are 98 leased housing units in Charlestown with 80 of them located in the recently constructed Charles Newtowne development, and 18 units scattered throughout the district. The two major housing developments, subsidized under the federal 236 program, which have been constructed in recent years are Mishawum Park, with 337 units, and Charles Newtowne, which includes 182 units in addition to the 80 units that are now leased housing. The Boston Housing Authority has constructed 96 units of elderly housing in low density structures scattered throughout the town. These new housing developments provide good, attractive housing for middle income families and elderly individuals. In addition, the BRA sold cleared land within renewal boundaries to private developers, who have constructed 38 units of market housing. As an urban renewal area, Charlestown became eligible for federal rehabilitation loans and grants. Over $7,000,000 of public funds have been expended under this program in Charlestown, resulting in the rehabilitation of 811 residential and mixed residential/commercial structures and a total of 1,525 housing units. The public funds spent on housing rehabilitation represent only a fraction of the total investment triggered by the urban renewal program. Public investment in Charlestown has helped to reverse the trend of deterioration and to restore the community's attractiveness and "liveability." Homeowners are showing increasing confidence in Charlestown and since 1975 623 have participated in the Housing Improvement Program. Under this program homeowners are eligible for a 20% rebate on the cost of code-related home improvements.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STREET RESURFACING
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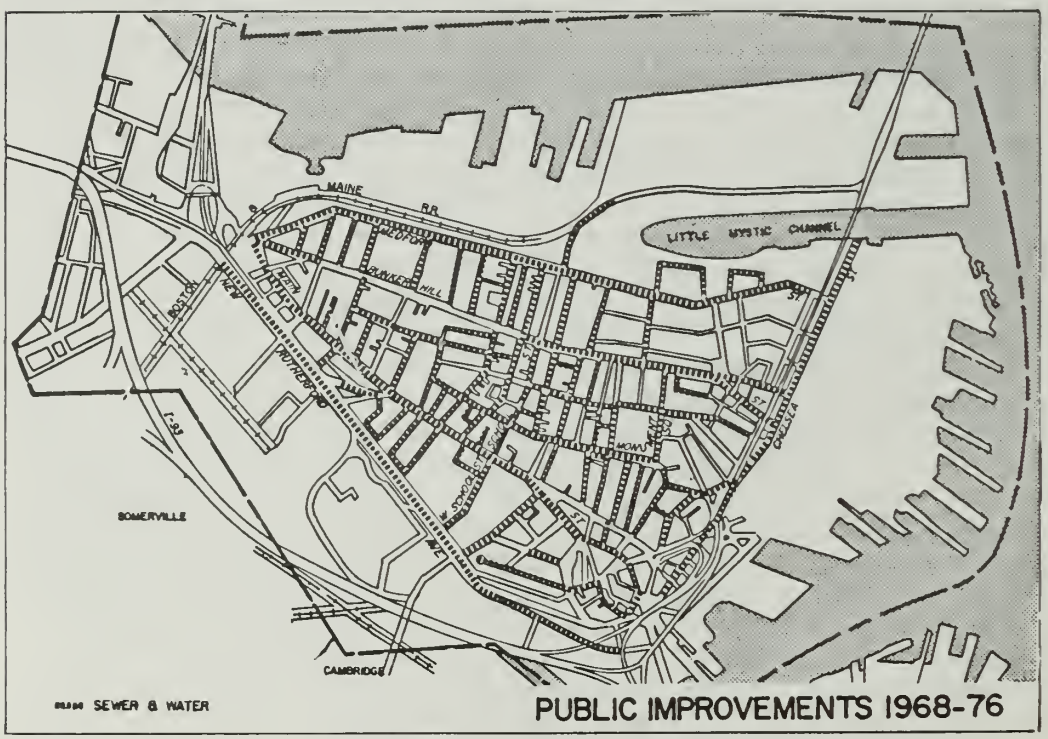
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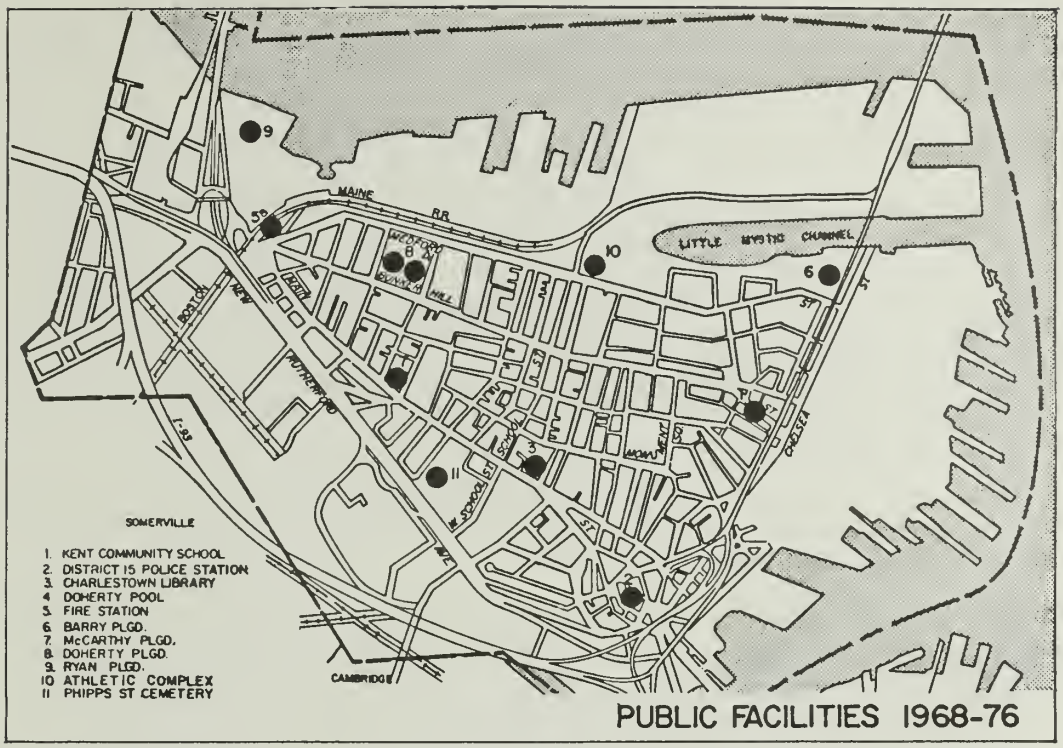


PUBLIC FACILITIES 1968-76

D. 1977 PUBLIC INVESTMENT PROGRAM

Most of the 1977 public investment in old Charlestown will be devoted to improving the residential stock, upgrading parks, and beginning the reconstruction of Main Street. Funds for this program come primarily from City bond issues, federal Community Development Block Grant funds and Economic Development Administration funds. In addition to this, there will be $7.9 million in mostly federal monies spent in the Charlestown Navy Yard as part of a public/private venture to redevelop that section of Charlestown. Still under construction is the $10,000,000 new high school. Completion is estimated to be September, 1978.

Housing

The Housing Improvement Program through which owner-occupants may receive a 20% rebate for code-related home repairs will continue at last year's funding level of $150,000. This allocation should cover the rebates for the rehabilitation of about 175 homes. In addition, $50,000 has been set aside for a special program through which 50% rebates will be available for senior citizens.

Since the maintenance of the Bunker Hill Housing Project has such a major impact on residential property values in the rest of Charlestown, an allocation of $328,310 in Community Development Block Grant (CD) funds has been made to the Housing Project. Of this, $200,000 will be used for the purchase and installation of security doors and plexiglass panels in the stairwell windows. In

addition, $128,310 will pay for a special Boston Housing Authority crew which will rehabilitate those vacated units in need of substantial repair.

Public Works

Work has begun on the first phase of the reconstruction of Main Street. This project, which is part of the urban renewal plan, will result in a narrower right-of-way, new sidewalks, street trees and lights. The first phase includes new sidewalks, trees and lighting from Dunstable to Auburn Street and a plaza and temporary sidewalk in front of the new shopping center now under construction. A total of $554,810 in CD funds has been set aside for this work.

A pedestrian crossing signal will be installed near the intersection of Medford and Elm Streets to facilitate access to the new athletic complex near the new high school.

The City has received funds from the federal Economic Development Administration to match city funds needed to carry out selective demolition, site preparation design, landscaping, and utility work in the Historic Monument Area of the Navy Yard. This section of the Navy Yard contains many old buildings of architectural significance. These will be preserved and leased to private individuals for commercial, residential, office, institutional, and light industrial uses. A more detailed report on the plan for the Navy Yard is available from the BRA.

Parks

The City Council will spend $500,000, originally allocated to the construction of the Little Mystic Playground, for the rehabilitation of five other Charlestown park facilities. New sidewalks in front of the Kent School will also be made possible by the reprogramming of the $500,000 of 1976 CD funds.

Parks to be renovated under this allocation include Union-Rutherford Park adjacent to the MDC skating rink. A landscape architecture consultant has been hired to prepare a design for this park. The design will be reviewed by the community prior to implementation. An amount of $85,000 has been set aside for this project. The ballfield at the Barry Playground will be overhauled at a cost of $125,000.

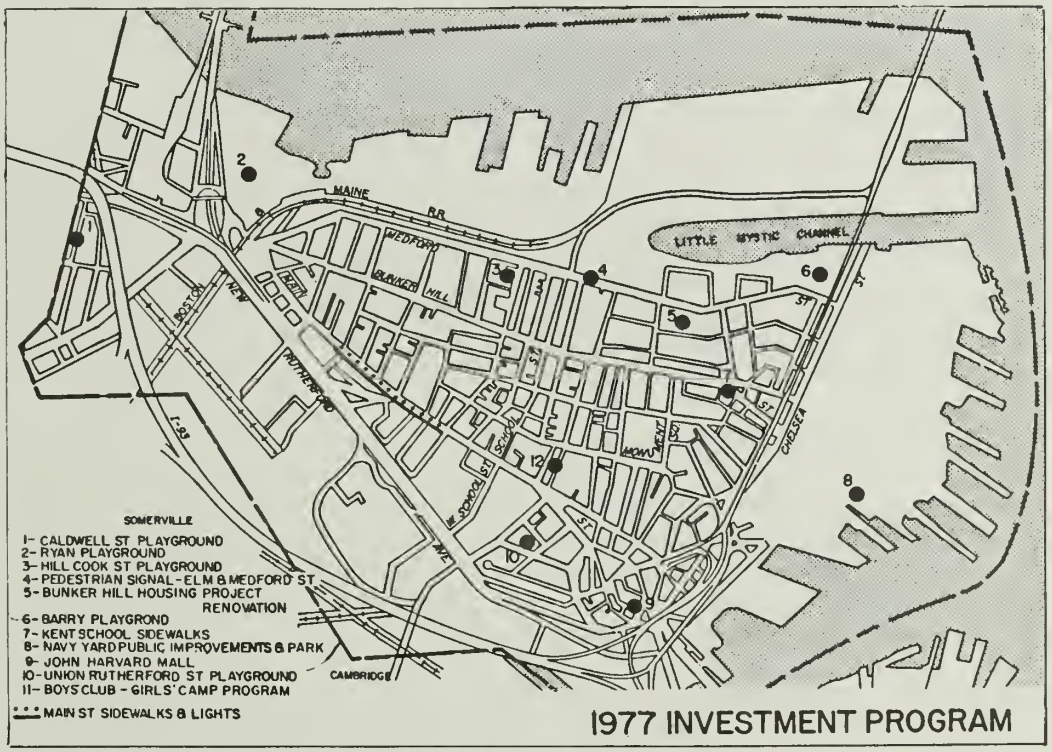
The Caldwell Street Playground will be refurbished as will the Hill-Cook Street play facility. Both of these facilities are small but very important since they provide the only open space recreation area in their respective neighborhoods.

The lower section of the John Harvard Mall will undergo foundation repairs and refurbishing and new tot lot and sitting areas will be provided in the upper section of the Mall at a total cost of $310,000. Money was allocated to do the lower section out of 1976 CD funds but the work was delayed pending the possibility of obtaining other federal funds to do both the lower and upper sections of the Mall. The additional federal funds have been received and construction on the Mall is scheduled to begin in the Fall, 1977.

The BRA has received Federal grants totalling $2,600,000 for the construction of a Shipyard Park in the Navy Yard. Site preparation began in June for this park which is most important to the Charlestown community because it will provide access to the waterfront both for pleasure boating and for enjoying views of the harbor and the downtown skyline, boating, pedestrian activities, passive sitting and overlook areas.

Neighborhood Services

The remaining public investment in Charlestown will be paid for by the Federal CDBG program and will go into the continued operation of the senior shuttle, which is a bus service for the elderly and the operation of a summer day camp for girls run by the Boy's Club of Charlestown.



2. PLANNING AND DEVELOPMENT ISSUES/RECOMMENDED STRATEGIES (Mid and Long-range)

In the mid 1960's Charlestown was considered a declining neighborhood. Its population had been reduced by one half since 1950, its housing stock was old and deteriorated, its commercial areas were inadequate, unsafe and unattractive, its narrow streets were congested and in bad repair, the elevated line cast a blighting shadow on Main Street, and a general lack of confidence prevailed. The situation called for prompt and dramatic action, which was taken in the form of urban renewal.

In the last ten years there has been a substantial investment of money and effort, both public and private, as a result of the Urban Renewal Progam. This investment is clearly visible in the community's improved physical appearance, the reversal of the downward population trend and the confidence in the neighborhood which residents are beginning to demonstrate. The emphasis in the planning strategy has shifted from one of full-scale renewal to one of neighborhood preservation.

However, the community still has problems which must be addressed if the goals established in the mid-sixties are to be fully realized, and the enormous investment which has been made is to be protected. Public assistance is needed in the form of planning, policy determination and capital investment. Specific issues and strategies are described below.

A. ECONOMIC AND SOCIAL PROBLEMS

Issue

The most serious problem in Charlestown is unemployment. Estimates of unemployment among the adult population have ranged from 13% to 30%. The Hart Survey showed the figure to be 19% in May, 1977 compared to a citywide figure of 12%. The Hart Survey also indicated that Charlestown residents feel the employment problem is the major weakness in their neighborhood. Charlestown has suffered along with the rest of the City from the economic recession of the last several years, and has also felt the impact of the Shipyard closing and the shift from labor-intensive to containerized shipping. Many of Charlestown's unemployed are caught in the widening gap between the skills they have and the skills required by new jobs. Unfortunately, relatively few Charlestown residents have been employed in the considerable amount of urban-renewal-related construction activity which has occurred in their community. For some Charlestown residents the anxiety resulting from unemployment has led to more troublesome problems including alcoholism and emotional disturbance.

The recent economic recession has affected the youth population of Charlestown also. Students no longer have the job opportunities that formerly occupied their after-school hours. Moreover the disruption in classrooms during Phase II and III busing has resulted in considerable truancy. Children in Charlestown as young

as twelve years of age are committing crimes including armed robbery, car theft and vandalism to cars and homes. Youths are congregating in vacant lots and annoying abutting residents with abusive language, and their use of drugs and alcohol.

Strategy

The strategy to address unemployment problems in Charlestown must be a comprehensive one involving City officials, private developers and social agencies. First in importance is the creation of new job opportunities for the adult population through new industrial development.

The BRA proposal for the redevelopment of the Naval Shipyard includes space in the Historic Monument Area for light industrial uses to be made available to developers in the Fall, 1977. BRA officials will encourage prospective developers and their tenants to post job openings at the Little City Hall and the Kennedy Center in Charlestown so that residents know of job opportunities available. There is to be additional industrial space in the new development section at the north end of the Shipyard. BRA officials are reviewing all proposals for that space with an eye to employment needs of Charlestown residents. In addition to securing permanent employment opportunities in the Shipyard for Charlestown residents, BRA officials will make every effort to see that qualified residents receive construction jobs during the Shipyard redevelopment.

In addition to the Shipyard there are some other major redevelopment sites in the City for which City officials are seeking industrial development including the site of the South Boston Naval Annex. The establishment of a foreign trade zone in South Boston is going to generate many jobs both directly and indirectly . It will be important to include in any of these new developments in South Boston the kinds of jobs for which City residents are qualified. Furthermore, City officials must provide better public transportation to the jobs in the South Boston area.

A second, critical component of an employment strategy is on-the-job training programs for Charlestown youths. It is essential that youths develop appropriate job skills via an extra-curricular program, or after finishing high school so they can become productive members of the community. The high social cost of prolonged unemployment among young adults must be avoided. In addition to teaching the youth population marketable skills, such training programs would channel their energies into constructive activities so as to reduce the serious juvenile delinquency problem in Charlestown. In June 1977, the City established an industrial job training center in South Boston which will work with industries and unions to assure that training projects are appropriate for the

demand of the labor market. Comprehensive Employment Training Assistance (CETA) funds will be used for this project and residents meeting CETA eligibility requirements are being referred to the Job Training Center at the present time by the Kennedy Center.

A cooperative effort involving public and private agencies should be established to address the social problems stemming from adult unemployment in the community. Some of those experiencing emotional difficulties now may resolve their problems when new employment opportunities are found. For others, however, the unemployment experience may have resulted in the breakdown of individual self worth and in family relationships. These people will need extensive counseling and support.

B. BOSTON NAVAL SHIPYARD REDEVELOPMENT

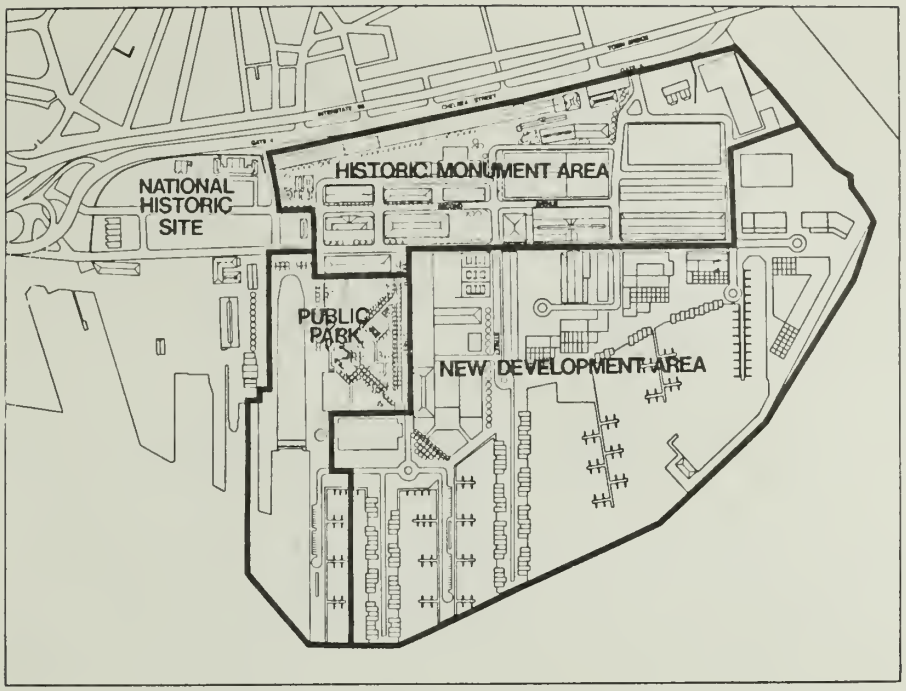
Issue

When the United States Defense Department closed the Boston Naval Shipyard in July 1974, there was an immediate loss of 5,000 shipyard jobs and the cessation of Navy contracts for three Boston ship repair companies. Thus, the Shipyard closing has had severe economic implications for the City of Boston especially in light of the growing unemployment of blue collar workers.

Since the closing, the BRA has been preparing a redevelopment plan for the Shipyard which now includes a variety of land uses including light industry. The BRA plan covers 103 acres of the site since the remaining 27 acres have been turned over to the National Park Service for a national historic site adjacent to the U.S.S. Constitution. Development is projected to be completed in ten years. Demolition and site clearance work has begun to prepare a site for the construction of a waterfront park in the Shipyard. The BRA is working with a development firm on a plan to provide both condominium and rental housing units in rehabilitated granite buildings and in townhouses on piers.

At present, 16.4 acres including drydock #2 and an area between Piers 4 and 5 have been conveyed by the Federal Government to the BRA. The transfer to the BRA of another 31 acres known as the Historic Monument Area is expected in the Fall, 1977. The historic buildings in this area will be available to developers on a long-term lease basis. Following the transfer of the Historic Monument Area, the BRA will purchase the New Development Area from the Federal Government and subsequently designate developers for parcels within that area.

The redevelopment of the Shipyard can benefit the Charlestown community provided that redevelopment is sensitive to the needs of the surrounding fabric of the community and to Charlestown residents. Every effort will be made to insure that the Shipyard does not become an exclusive enclave for upper income residents.



Strategy

In order to insure that the Shipyard redevelopment has a positive impact on Charlestown, residents will be involved in the redevelopment planning process. A group of residents has been appointed to form the Charlestown Advisory Committee which is meeting periodically with the BRA to review plans and proposals. The committee, working with the BRA staff, was an integral part of the process to design the Waterfront Park in the Shipyard. The committee's major concern in the Shipyard is with employment opportunities generated by the redevelopment. Thus the committee will be consulted on any decisions concerning the uses of the buildings in the Historic Monument Area since the allowed uses will affect the type and number of employment opportunities generated by the project. The BRA is now exploring the concept of lease incentives to those developers agreeing to give job opportunities to Charlestown residents.

To insure that Charlestown residents benefit from the Shipyard beyond the job opportunities made available to them, there is the Waterfront Park now under construction, and a City Council stipulation that 10% of the housing units created will be for low-income elderly people. The BRA will work closely with the Charlestown Advisory Committee to establish the placement of the approximately 100 units of housing so that the elderly residents will enjoy a scenic location near the waterfront as well as one which is convenient to shops and public transportation.

The new Charlestown Shipyard Park will be a benefit to Charlestown only if safe and convenient pedestrian access is assured. At present, the Shipyard is separated from the rest of Charlestown by a major truck route. There are two major roadway proposals being discussed for this section of Charlestown, the Chelsea-Water Streets Connector and the northern area of the Central Artery. The committee and BRA staff will work closely with the Commonwealth's Department of Public Works to insist that exclusive pedestrian crossings be provided in conjunction with these roadway developments to facilitate movement between the Shipyard and the rest of Charlestown.

This access is also important in meeting another concern of the Charlestown Advisory Committee which wants the new Shipyard residents to identify with the Charlestown community rather than becoming an exclusive waterfront enclave. If pedestrian access is difficult and new residents are obliged to use private automobile, the likelihood of their social interaction with other Charlestown residents is limited and the bond to Charlestown will be weak. The presence of upper income professionals within safe, convenient walking distance could generate the revival of commercial activity in the City Square area as well as along Main Street. Thus, every effort shall be made to encourage pedestrian access between the Shipyard and the rest of Charlestown.

C. THE BLIGHT OF THE BUNKER HILL HOUSING PROJECT

Issue

The Bunker Hill Housing Project which was proudly opened in the 1940's stands now a hapless victim of age, insufficient maintenance and vandalism. Whereas early residents felt privileged to reside there, now there are over three hundred vacancies and many tenants are closeted in their deteriorated apartments too fearful to venture outside their locked doors.

The Bunker Hill Project contains one quarter of the housing units in Charlestown. Its appearance today demonstrates the error in social planning prior to the 1970's which concentrated lower income families in one dense development. Both residents of the project and the rest of Charlestown, and public officials acknowledge the need to improve the Bunker Hill Project so that it ceases to have a blighting effect on surrounding private property and so the project tenants can enjoy a decent, safe and sanitary environment. Clearly the close proximity of the Bunker Hill Project to the old Charlestown High School in Monument Square will affect the adaptive reuse opportunities for the building when students are moved to the new high school complex. However, change is slow to come and the condition of the project worsens daily. Further the future physical life of the Charles Newtowne development across Medford Street from the Bunker Hill project is jeopardized by the lack of any improvements to the Bunker Hill project.

There is no shortage of ideas for improvements to the Bunker Hill Housing project. The Kennedy Center in Charlestown has prepared an extensive report with recommendations for physical and managerial changes. Charlestown residents recommended the allocation of a major share of the community's CDBG funding to the project. The tenants have worked with City officials to suggest appropriate uses of these 1977 CDBG funds. As noted previously, recommended were the funding of a special rehabilitation crew to renovate vacant units quickly so that immediate occupancy would preclude the vandalism of vacant units. Also important to the tenants was the installation of plexiglass panels and security doors to discourage illegal entries. A schedule to implement these two programs should be prepared immediately with the cooperation of tenants, public officials and BHA staff.

The BHA also has about $300,000 in modernization funds to improve the hot water distribution system and about $300,000 in public works money to repair the roofs in the project. This money should be spent only after careful planning about the possible demolition at some of the buildings. In 1976, funds were allocated to the project for the installation of trash compactors to replace the faulty incinerators in operation at present. The compactors have not been installed to date because the cost exceeds the $500,000 allocation. Since the installation has been delayed so long already it might be more appropriate to consider the placement of the compactors in conjunction with changes to the buildings in the project.

The BHA should work with tenants, Charlestown residents including Kennedy Center Board members and the BRA to analyze a recommendation for the demolition of some buildings and the renovation of other buildings so that tenants' needs are addressed better. A reduction in the density of the project is essential both for management purposes and to give the tenants a sense of identity within the project and within the Charlestown community. The elimination of certain key buildings could result in some open space areas serving clusters of buildings within the project. This would improve the physical appearance of the project and provide a safer environment for children who could enjoy an open space area adjacent to their apartments.

In addition, the team police method recently introduced in Charlestown should be continued. Under this program, police are very visible within the project and in Charles Newtowne and are becoming familiar with the youths in the project. It is hoped that through police participation in youth activities and games in the project the youths will develop a greater respect for the law and for property, and the vandalism which has taken such a toll on the project can be curbed.

There is a momentum both within the project and in the larger Charlestown community to act now before the situation becomes beyond repair. The BHA should take advantage of this interest and enthusiasm before it wanes and the tenants leave in despair and private investment in the neighborhood of the project is completely eliminated.

D. COMMERCIAL BLIGHT

Issue

The business districts in Charlestown have for several years exhibited signs of lack of confidence and disinvestment . Business enterprises have relocated or closed and storefronts have been boarded up on both Main Street and Bunker Hill Street. Over the years, shopping patterns have changed so that many residents now drive to regional shopping centers for both groceries and other purchases. The lack of a supermarket in Charlestown makes such a trip a necessity as well as a convenience to some people. As a result many of the consumer expenditures are made outside of Charlestown. Therefore a higher than average proportion of the shops that remain open in Charlestown are sub shop/pizza operations.

Charlestown residents are discouraged from shopping locally not only because of the lack of a varied mix of goods and services but also by the very appearance of their business districts. The sidewalks on Main Street are badly deteriorated and now that the support structure for the old Orange Line has been removed, through traffic including trucks use the street, often at excessive speed limits. Thus the area is hazardous and unattractive to pedestrians. The Hart Survey of 1977 revealed that Charlestown residents feel the City should spend more money on street maintenance, lighting and their shopping areas in general. The need for improvement has been clearly defined.

Vandalism is a problem both on Bunker Hill Street and on Main Street. This is particularly discouraging to long time proprietors who, although committed to the neighborhood residents, must consider problems of rising insurance costs.

Strategy

The Urban Renewal Plan for Charlestown included a shopping center to be located on Main Street. In May 1977, ground was broken for the long awaited shopping center and construction is now underway. Included in the shopping center is a supermarket which will be an important anchor store for the center itself as well as for the storefronts across the street.

In addition to this construction activity, the Main Street reconstruction work, heretofore mentioned, including widened sidewalks, new trees, lights and a landscaped plaza, will be a major improvement. This work should greatly facilitate pedestrian access to the Thompson Square area especially for the senior citizens. The narrower right-of-way and new traffic signals on Main Street should discourage through traffic, especially trucks, from using this roadway. As a result the street should return to its local street function. Public officials must rigorously pursue additional funds to complete the Main Street work as soon as possible.

The business community should be more confident in the Main Street area upon seeing this kind of public and private investment. The City should now assign a business district coordinator from the Mayor's Neighborhood Business District Program to work with the merchants and encourage their involvement in an effort to improve the appearance of the area. An active merchants' association could be instrumental in reducing the number of abandoned storefronts on the street. Further, the association could influence the nature of and attract new enterprises moving into vacant storefronts by actively seeking out the kinds of businesses which it feels are needed. At the same time, the merchants and residents should work with BRA staff on preparing recommendations for zoning changes which would ensure compatible new local business uses in the area.

The Police Department must continue to make its presence felt in both the Main Street area and on Bunker Hill Street so as to assure pedestrians of their safety and to discourage wanton vandalism. However, besides police presence, jobs for the youth of Charlestown are a critical component of any effort to reduce vandalism and crime.

The completion of the shopping center will result in the removal of the Charlestown Savings Bank operations from its historic old building to its new facility across the street. A new use of the old building has not been determined to date. Public officials and interested Charlestown residents will work with officials of the bank to recommend an appropriate reuse of the building and to pursue a developer to carry out the project.

Most public investment affecting commercial property in 1977 will be on Main Street. However, the business district coordinator should begin talking with Bunker Hill Street merchants to review their problems and to encourage their joint cooperation on seeking needed improvements.

E. TRANSPORTATION PROBLEMS

Issue

Because of the confluence in Charlestown of several major highways including I-93, the Central Artery and the Tobin Bridge, the community suffers from traffic congestion and air and noise pollution. The awkward ramp connections cause truck traffic to use residential streets such as Lowney Way and Medford Street. This is not only unsafe for pedestrians, but residents have suffered property damage as well. The intersection at City Square is particularly hazardous since local and through traffic intermingle with a minimum of traffic control. Design changes in City Square have been postponed pending a decision on changes to the northern end of the Central Artery.

The relocation of the Orange Line has resulted in the removal of the structural supports for the elevated line which used to be a source of traffic congestion on Main Street. However, Charlestown commuters who used to ride the Orange Line into Boston are now transported on surface level buses. These buses experience delays during rush hour because of traffic on North Washington Street. The work trip is therefore longer and connections to other subway lines are less convenient so that residents are discouraged from using public transportation.

Strategy

Some of the congestion in City Square and along Lowney Way and Medford Street resulting from truck traffic could be alleviated by a pair of transportation improvements which are under study by the State Department of Public Works, the BRA and Massport at present. One of the improvements being considered is the Water-Chelsea Streets Connector in which Water Street would be extended to join Chelsea Street. Under this proposal the Navy Base Wall would be relocated and the present north bound exit in Charlestown would be realigned to provide access south on Water Street and north on Chelsea Street via a signalized intersection. This would eliminate through truck traffic on Lowney Way. The other improvement, the Little Mystic Channel Bridge would extend Chelsea Street across the channel to Terminal Street. The bridge would enable trucks approaching the port and industries on the north side of the channel to arrive at their destinations without having to traverse Medford Street. As a result, residents of the Bunker Hill Housing Project and Charles Newtowne would no longer be endangered by through trucks using Medford Street.

A draft of the Environmental Impact Report on these projects has been prepared and discussed at a public hearing. The City and the Charlestown community should study the various alternatives carefully before recommending a preferred one since a decision

over the capacity for which to build will be a long lasting and vital one. After the preferred alternative is determined, two years of engineering work will be necessary before construction could begin.

The City must assume an active role in the study of the north area of the Central Artery since the needs of Charlestown residents are not necessarily compatible with those of through-commuters. City officials must be sensitive to the desire of Charlestown residents to enjoy convenient access to the north area of the Central Artery. An important part of the north area study is the possible land use for the real estate created with the removal of the overhead structure in City Square. The City and Charlestown residents should establish a set of preferred, feasible land uses for the parcels created once the Massachusetts Department of Public Works has made a final delineation of parcels. If and when a final decision is made for the Charlestown section of the Central Artery, engineering will require two years and construction will not be completed for three years.

It is expected that if the North Area of the Central Artery and Chelsea-Water Streets Connector are implemented, local streets in Charlestown will be relieved of the through traffic which is noisy, detrimental to air quality and disturbing to pedestrian activities in the neighborhood.

To encourage Charlestown residents to use public transit in their commute to work, the bus service to Haymarket Square must be improved. During the rush hour, traffic congestion impedes bus service so that it is inferior to the service which existed previously on the elevated Orange Line. The BRA and City officials will work to establish an exclusive bus lane on the bridge and should enforce parking and loading regulations on North Washington Street so that trucks which now double park will not continue to impede the flow of traffic in that area adjacent to the bridge.

In view of the increased tourism expected as a result of the National Park Service plans in the Shipyard, public officials should be preparing plans and seeking funds for the extension of some sort of mass transit to and from the Shipyard. This will facilitate access to the Shipyard not only for tourists but also for new residents in the Shipyard who work in the downtown area.

3. PROPOSED THREE YEAR IMPROVEMENT PROGRAM (1978-1980) AND LONGER-RANGE PLANNING AND DEVELOPMENT PROGRAMS AND OBJECTIVES

The proposed 1978-1980 Neighborhood Improvement Program is designed to enhance Charlestown as an in-town, family-residential community by bolstering the confidence of the private sector, and

by reinforcing the residents' community awareness. In order to accomplish this, basic City services must be dependable and highly visible. The City should increase its efforts to keep publicly owned land in Charlestown well maintained, complete the original Urban Renewal Project area activities and work closely with residents to shape any redevelopment in Charlestown so as to insure its compatibility with the existing community.

MAINTENANCE OF PUBLICLY OWNED LAND

Parks

In the past two years, the City has stepped up its efforts to maintain parks and playgrounds in Charlestown. This increased maintenance effort must be sustained so that the renovation work in excess of $500,000 being carried out this year will not have to be repeated as frequently as in the past. In addition to providing maintenance, however, the City should endeavor to provide more visible police protection in all areas of the community including parks and playgrounds. Such visibility might help to discourage the trashing and vandalism that occur in these areas after dark.

Major Streets and School Facilities

The City should increase its street sweeping operation on major streets especially Main, Bunker Hill and Medford Streets. This should be combined with the placement of additional trash containers and a program of the frequent removal of trash from those containers. Further, parents, teachers, and community leaders must stress to children the importance of proper trash disposal. School yards and shopping areas are littered with broken bottles which children have deliberately thrown onto the pavement. No amount of additional money invested in City maintenance crews can solve this problem. Only proper education will make any inroads on this chronic problem.

Bunker Hill Housing Project

The City cannot expect homeowners to expend their scarce resources and physical effort to maintain their homes in the area of the Bunker Hill Housing Project as long as the existing management of that project remains unchanged. The 1977 CDBG money appropriated to the project will only touch the surface of the project modernization needs. A task force of tenants, City and HUD officials must begin to analyze structural and operating problems in the project and seek funding to implement a major renovation program. The problems inherent in the project are mushrooming and timely action is needed in order to avoid the need to demolish the entire project. Alternatives to be investigated should include spot demolition, new construction, conversion to mixed income housing, and cooperative ownership. One essential ingredient to any management system will be increased accountability of maintenance people and the management.

Outstanding Public Works Contracts

The major outstanding project commitments which the BRA and the City should carry out as soon as possible are two street contracts, and the remaining improvements to Main Street, and sewer separation work. The streets to be improved include Concord, Lexington, Nearen Road, Ferrin, Ellwood, Winthrop Ct., Winthrop Avenue, Adams, Common, Putnam, Monument Square, Chestnut, Mt. Vernon, Prospect and Tremont Street by the Monument and Training Field, and Baldwin, Armory, Auburn and Albion. The combined cost is estimated to be about $2,800,000. The work on Main Street includes the remainder of the sidewalk widening and installation of trees and lights which will not be completed under the contract recently executed, and the sewer separation work and road reconstruction work which will run the length of Main Street. The Environmental Protection Agency recently approved an application for sewer separation funds for the Charlestown Urban Renewal Area. Actual construction work on these sewer lines will begin in the Spring of 1978 pending State approval. The cost is currently estimated at $4,000,000. The completion of the original urban renewal plan should be a high priority especially while funds are being sought for physical improvements in the Shipyard. It is also important since this work will improve accessibility to and aesthetics in the Thompson Square area. This, in turn, should have a positive impact on retail sales in the area. Prospective business concerns and lenders should become more confident about the future of the business district as a result of these improvements.

Main Street Area

As the shopping center draws near to completion and finally opens, the City and the BRA must work with the developer to ensure that it is a positive addition to the Thompson Square area. Every effort should be made to encourage continuous ingress and egress through the Main Street facade so that the shopping center relates to the storefronts across the street.

In addition to these activities, efforts should be continued to relocate businesses which stand in the way of redevelopment. For example, the block of boarded up buildings on Main Street and Gurnet is a blighting influence on Main Street and should be demolished as soon as possible especially in light of the City's effort to spur commercial rehabilitation along Main Street.

City Square

The City and the BRA should make every effort to expedite a decision on the North Area-Central Artery reconstruction design and the plan for the Chelsea-Water Streets Connector. Until that

decision is made, the development potential of some of the urban renewal disposition parcels in the City Square area is uncertain. In addition, some proposed residential developments in this area have been delayed pending financial support from the Massachusetts Housing Finance Agency (MHFA). These developments would provide critically needed dwelling units in new and rehabilitated structures and the appearance of the neighborhood would be considerably enhanced. The City and BRA will investigate other sources of financial assistance for these developments if no MHFA financing evolves in the next six months. An application for Section 202 funds for housing for the elderly and handicapped submitted by the Kennedy Center was recently approved by HUD. The BRA should will the Kennedy Center to have their site approved by HUD and work started.

Residential Sites

There are some scattered disposition parcels in Charlestown suitable for the construction of one and two family dwellings. Because of the nature of the construction industry today, it is unlikely that these parcels will be developed within the next five years unless there is some form of assistance. The parcels might be auctioned off individually but the likelihood of their being developed through this procedure is limited. BRA and school department officials will review these parcels and consider a program under which public school students working under close supervision from licensed instructors build a single family house during the school year. The BRA would convey a parcel to an individual prospective homeowner who would work with the school instructors to determine the plans and specifications. The new homeowner would pay for the land, site preparation and foundation costs and the materials used in construction but there would be no charge for labor. Such programs have worked effectively in other communities and may be the only means of disposition and development of the remaining small urban renewal parcels in Charlestown. The BRA will also consider actively marketing the sites in order to interest developers to buy several scattered parcels throughout the City and build the same basic house on all the sites thereby reducing the cost of construction. The development of these parcels is critical since too often they become unsightly pockets for trash disposal and, as such, a problem for neighboring residents.

ENCOURAGING RESIDENTS' COMMUNITY AWARENESS

In recent years there has been an increasing effort on the part of all levels of government to encourage citizen participation in the decision making process. Too often, there is a token effort on the part of a public agency to meet the statutory requirements but not the spirit of the law regarding citizen participation.

The Charlestown community has historically been actively interested in issues affecting it. The Hart Survey showed that Charlestown residents are hopeful about the future of the City and their neighborhood even if they felt the City and their neighborhood today are not as sound as three years ago. There are several land use decisions to be made in the near future which will require citizen involvement including the redevelopment of the Charlestown Naval Shipyard, the reuse of the old Charlestown High School building in Monument Square, the reuse of the Charlestown Savings Bank, the redevelopment of MBTA property in Sullivan Square and the future use of Hoosac Pier. In addition the Office of Coastal Zone Management working through the State's Executive Office of Environmental Affairs will be encouraging citizens to participate in their program designed to protect coastal property from inappropriate land uses.

The residents of Charlestown know best what the community concerns and needs are. Public officials need to hear from Charlestown residents. However, the residents will cease to participate, be it in Community Development Block Grant Hearings or public hearings on major highways through their community if they sense that public officials have already made their decisions before the discussions with the community.

City officials must make an extra effort to keep the community informed about the status of construction projects and changes in funding of projects involved in major redevelopment opportunities. Environmental impact studies should be written and illustrated so as to be intelligible to lay people instead of being caught up in unnecessarily technical "gobbledygook" too often used today. Charlestown residents are willing to devote their valuable expertise and energy to addressing community problems and shaping their community's future, but unless the stance of public officials is changed, this precious local resource will be lost through frustration. Thus an important part of the Neighborhood Improvement Program will be the establishment of genuine dialogue between residents and public officials.

Employment Generation

It is clear that the thrust of the program over the next three years must be to bolster the residents' confidence in their community. Continuing programs such as the Housing Improvement Program and the senior shuttle is important but these will not solve the most pressing problem in Charlestown, unemployment. The City must continue to work with State and Federal agencies to encourage programs in which public investment is used as a lever to spur private investment that will generate job opportunities. The Charlestown Naval Shipyard project is one such program. The public investment is underway and in the next three years the BRA and City must demonstrate the investment opportunity in Charlestown to the private sector.

BOSTON REDEVELOPMENT AUTHORITY

Robert L. Farrell, Chairman
Joseph J. Walsh, Vice Chairman
James G. Colbert, Treasurer
James K. Flaherty, Assistant Treasurer
James E. Cofield, Jr., Member
Kane Simonian, Secretary
Robert F. Walsh, Director

Roy Bishop, Director, Neighborhood Planning Program
Alice Boelter, Charlestown Neighborhood Planner

4.

CHARLESTOWN

FUTURE INVESTMENT NEEDS as related to issues, strategies and 1977 Investment Program

ISSUE	STRATEGY	1977 INVESTMENT PROGRAM	PROPOSED 1978-1980 NEIGHBORHOOD IMPROVEMENT PROGRAM ACTIVITIES
A. Economic and Social Problems	Provide job opportunities through redevelopment of Shipyard and Sullivan Square	Demolition for park construction of park	Begin interagency cooperation to establish additional on-the-job training opportunities for youths. Encourage light industrial uses in Shipyard redevelopment.
B. Boston Naval Shipyard Redevelopment	Maximize job opportunities for Charlestown residents	Historic Area Capital Improvements - $5,300,000	Work with Charlestown Advisory Council on uses within Historic Area to create as many job opportunities as possible Try to establish lease incentives to encourage developers to hire Charlestown residents.
	Make Shipyard part of Charlestown Provide new housing, open space, tax revenues for City and Charlestown	Shipyard Park - Stage 1 - $2,600,000 U.S. Bureau of Outdoor Recreation U.S. Economic Development Administration	Continue dialogue with Charlestown Advisory Committee about Stage II of park. Seek additional funds to implement Stage II. Work with Committee to recommend location for Council mandated elderly housing in Shipyard. Assist developer to secure subsidies Recommend improvements to facilitate pedestrian access between Old Charlestown and the Shipyard.
C. Blight of Bunker Hill Housing Project	Implement urgently needed improvements in occupied units	Security doors and Plexiglass panels - $200,000 Hot water system - $300,000	Work with tenants to improve maintenance system. Cite specific improvements to provide more timely repairs.
	Prepare longer range master plan including building demolition to lower density & provide more open space.	Vacancy Rehab Crew - $128,000 Trash Compactors - $600,000 Roof Repair - $300,000	Work with BHA, Kennedy Center, Tenants' Task Force and community to identify physical problems and needed changes
	Address vandalism problem	Continuation of team policing by Boston Police	Encourage frequent tenant task force-police discussions
D. Commercial Blight/ Lack of Neighborhood-wide Shopping Center	Provide new shopping center with supermarket to encourage residents to do major shopping in Charlestown	Landscaped sitting area in shopping area $50,000 (CDBG)	Analyze existing retail and service establishments in Charlestown. Encourage new businesses who provide services not offered at present to locate in vacant commercial space. Study reuse alternatives for Charlestown Savings Bank
	Improve public safety in commercial centers		Maintain police presence in business districts. Ensure pedestrian safety through snow removal from Main Street sidewalks by abutting merchants.
	Make commercial centers more attractive	Main Street sidewalks and shopping center landscaped sitting area - $550,000	Provide Neighborhood Business Coordinator to encourage merchant participation in RESTORE Program. Seek additional federal funds to complete Main St. sidewalk widening, trees & lights & new street construction.
E. Transportation Problems	Remove truck traffic from residential streets		Continue cooperation with Massport in insuring funding for engineering work for Chelsea Water Connector and Little Mystic Bridge.
	Redesign City Square to reduce traffic congestion dangers		Participate in Central Artery Depression study to create best possible solution for City Square.
	Provide better public transportation to Downtown by reducing travel time during peak-hours		Work with MBTA to establish exclusive bus lane on bridge and with Police Department to enforce parking regulations on North Washington Street. Cooperate with National Park Service to encourage direct public transit to the Shipyard.
	Provide better public transportation to decrease dependence on private automobile	Senior Shuttle - $16,000	Consider bus line from Community College to Kendall Square for better connection to the Red Line for Charlestown residents.